



## **Building Policy Partnerships: Making Network Governance Work**

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February 2002**

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## Executive Summary

This paper consolidates the findings from reviews of seven umbrella or network organizations. The organizations that were examined include the Canadian Council for International Cooperation, the National Action Coalition on the Status of Women, the Canadian AIDS Society, the National Audubon Society, Amnesty International Canada – English Speaking, New Brunswick Environmental Network, and the First Nations Environmental Network. The government – Environmental Non-governmental Organization (ENGO) relationship in the Netherlands was also reviewed.

The organizations were reviewed with the objectives of identifying effective network governance structures and practices, and identifying means of achieving mutually satisfactory links between government and the ENGO sector on policy issues.

Some of the lessons learned include:

- Network organizations that demonstrate credibility through sound governance, organizational stability and the capacity to bring informed expertise or opinion to policy discussions are more likely to exert effective influence on public policy development than those without such credibility. This is more difficult in networks that have a disparate membership and deal with multiple issues.
- Networks that designate board positions for francophones, Aboriginal peoples (and sometimes other minority groups) foster a greater sense of inclusiveness and experience greater participation from these groups in their membership, governance and policy formulation processes.
- Networks that commit the human and financial resources necessary to include both official languages in their day-to-day activities will have greater success in encouraging francophone participation in their work. A bilingual language policy needs to be supported by real commitment in all aspects of the organization's activities.
- Rules for decision-making need to be clear. Variations in cultural approaches to decision-making need to be accommodated in a way that balances respect for traditional values with the need for efficient use of available time.
- Networks that receive core funding from a government source generally have their relationship with government defined by a contribution agreement or some other form of contractual agreement that defines the relationship and defines expectations. This type of interdependent relationship encourages a collegial and collaborative approach to policy formulation.
- Policy formulation appears to work best when there is a flexible approach to participation to participation of minority groups – taking part in all discussions, or taking part in discussions related to a specific topic, or simply keeping interested parties informed of developments so

they can engage in the policy formulation process as they see it important to their own interests.

- Networks may be able to encourage Aboriginal participation in the policy formulation process by setting up caucuses or working groups dealing specifically with their issues (such as the NAC's Aboriginal Women's Caucus). Most networks have had to make extra efforts to engage Aboriginal participation in a way that is consistent with Aboriginal traditions.
- Effective advocacy also requires an ongoing positive relationship with government, including regular, informal communication with government to stay "in the loop" and the ability to anticipate new issues and 'bring them to the table'.
- Most effective policy networks use an AGM or annual conference to identify priorities for policy work and begin the policy development process. 'Resolutions' sessions at such meetings combined with a degree of flexibility for the national governing body to initiate policy work between AGMs, strengthens the organization's effectiveness.
- An annual 'educational' session for elected officials is an excellent method of raising organizational profile and soliciting support for policy positions. The most effective networks complement this with strategic lobbying of locally elected members through personal visits, e-mails, letters, op-ed articles and other media strategies.
- Membership fees scaled to the budget size of member organizations generate stronger commitment from organizational members.
- Entrepreneurial strategies to diversify revenues and escape 'single source revenue dependence' are key to developing essential organizational flexibility and independence. Grassroots fundraising has been an important element in the strategy of successful networks.

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## I. PURPOSE AND SCOPE

This paper consolidates the findings from reviews of seven umbrella or network organizations<sup>1</sup>. These reviews were undertaken to assist in identifying:

- Effective network governance structures and practices;
- Mechanisms for “mutually satisfactory” linkages between government and the Environmental Non-Governmental Organization (ENGO) sector on policy issues.

The seven organizations selected for review were:

1. Canadian Council for International Cooperation (CCIC)
2. National Action Coalition on the Status of Women (NAC)
3. Canadian AIDS Society (CAS)
4. National Audubon Society (NAS)
5. Amnesty International Canada – English Speaking (AIC (ES))
6. New Brunswick Environmental Network (NBEN)
7. First Nations Environmental Network (FNEN)

In addition, the relationship between ENGOs and the Government of the Netherlands was examined.

The organizations were selected according to the following criteria:

- At least one each with national, provincial and international scope (the latter to be an environmental network)
- Organizations with diverse, rather than single issue, interests
- Organizations with success in both effective “network governance” and influence on public policy
- Organizations that compare in membership and budget size to the Canadian Environmental Network (CEN)
- Organizations from other public policy sectors as well as environmental policy

The organizations were reviewed on the following areas of governance and policy liaison:

- Mission
- Board structure
- Membership
- Staffing and operational structure
- Accountability
- Financial viability
- Policy formation
- Policy partnerships

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<sup>1</sup> This report was written by Laura Edgar. Andrew Davidge, Laura Edgar and Mel Gill conducted the organization reviews that contributed to this report.

The methodology for the reviews consisted of an examination of relevant documentation on governance and policy development, and interviews with key informants.

## **II. DESCRIPTIONS OF ORGANIZATIONS**

### ***The Canadian Council for International Cooperation (CCIC)***

The Canadian Council for international Cooperation (CCIC) is a national coalition of 90 Canadian voluntary organizations committed to achieving global development in a peaceful and healthy environment, with social justice, human dignity and participation for all. The CCIC supports the work of its members through networking, leadership, information sharing, training and coordination, and represents their interests when dealing with governments and others. Membership fees are based on the size of the member organization. Each member has one vote at the annual general meeting (AGM). Currently there are at least seven Quebec-based CCIC members, and many of the national CCIC members also have a presence in Quebec. There are no members from First Nations organizations.

The board of directors is elected at the AGM. The board consists of 14 members, including 10 nominated and elected by members and four chairpersons of provincial and regional councils. One of these positions is allocated to the Quebec provincial council. The board elects an executive committee. The board is held accountable to its members through the AGM, at which time an annual report is given and the board of directors is elected. CCIC bylaws clearly define the roles and responsibilities of the board. The CCIC receives core funding from the Canadian International Development Agency (CIDA).

The CCIC is involved in advocacy work based on policy positions taken by the board of directors and/or at annual general meetings. CCIC has a number of ways of engaging government, including ongoing working groups, participation in coalitions and formation of reference groups on specific, timely issues.

### ***National Action Coalition on the Status of Women (NAC)***

The National Action Coalition on the Status of Women (NAC) is a coalition of approximately 700 member groups from across Canada committed to women's equality. It works on a great many issues, including promoting women's rights and the eradication of poverty for women and children. Each member group may send one voting delegate and one alternate to the annual general meeting. Membership fees are based on the size of the group, and range from \$40 to \$600 per year. Member groups are organized into 15 geographic regions.

The NAC's constitution outlines the composition of the NAC executive committee. The volunteer executive is composed of 29 individuals, including a president and six vice-presidents. Five of the vice-presidents are designated positions – francophone, indigenous, lesbian, youth,

woman of colour, or a woman with a disability. These positions are all elected at the AGM. A treasurer, secretary and four members-at-Large are also elected at the AGM. Representatives from each of the regions (elected by regional members) fill the remaining positions. The executive committee is held accountable to the membership through the AGM and a constitution that clearly defines the roles and responsibilities of the executive committee.

Policy direction is determined at the AGM, and policy committees are responsible for developing plans of action and position papers. The NAC engages government and the public through a number of means, including advocacy work, lobbying all levels of government, demonstrations, research and policy development, popular education, international solidarity, letter writing, conferences and other events. The NAC receives no government funding. It relies on fundraising at the grassroots level and project-related funding to support its activities.

### ***Canadian AIDS Society (CAS)***

The Canadian AIDS Society (CAS) is a national organization committed to education and advocacy on behalf of persons living with HIV/AIDS. The CAS is composed of 118 voting member organizations and 10 Associate non-voting members. Member groups are organized into five geographic regions. Each organization has one vote at the annual general meetings. There are 17 Quebec CAS members. There are also Aboriginal groups who are members of CAS, although there is a separate Canadian Aboriginal AIDS Network. Despite this, national Aboriginal organizations maintain a working relationship with the CAS. Annual membership fees are based on the size of the member organization's budget, and can range from \$100 to \$2,000. The CAS structure does not incorporate a role for provincial HIV/AIDS coalitions.

The board is composed of 12 representatives – each of the five Canadian regions elects one regional director and one additional director who must be a person living with AIDS. There are two Quebec representatives on the board, and there has been an Aboriginal person on the board for six of the last seven years. Two directors-at-large are elected by the full delegation of members at the AGM. The board is held accountable through by-law provisions, regional caucuses and national AGMs. The CAS receives core funding from Health Canada.

Education, research, networking and advocacy efforts occur within the context of the interdependent relationship between CAS and the government. Personal networking and advocacy is supplemented with media strategies.

### ***National Audubon Society (NAS)***

The mission of the National Audubon Society (NAS) is to conserve and restore natural ecosystems, focusing on birds and wildlife, for the benefit of humanity and the earth's biological diversity. With 550,000 individual members organized into 508 chapters in the United States and Canada, the NAS conducts conservation work, public education and outreach, and advocacy to influence public policy. Members join the national organization and automatically become

members of their local chapter. Membership fees (a minimum of \$20US) are paid to the national organization, which distributes a portion to the chapters.

The national board of directors consists of 36 members. Chapters in each region elect nine members of the board. The remaining directors are nominated by a national nominating committee, and elected by the general membership at the annual general meeting. The board is held accountable through bylaws and the AGM. NAS receives very little funding from government. It relies on fundraising, membership fees and project-related funding to support its activities.

A key strategy of NAS in influencing public policy is lobbying both elected and non-elected officials at the federal, state and municipal level. They do both “high-end” lobbying work and more citizen-focused lobbying efforts that tie in closely with NAS’s education and community-level conservation work. They mobilize both members and non-members to apply pressure to their elected officials to put conservation on the agenda. They also produce a bi-monthly magazine.

### ***Amnesty International Canada (English Speaking) (AIC (ES))***

Amnesty International’s mandate is to mobilize mass public pressure to stop human rights violations. Amnesty International Canada (English Speaking) is a section of this larger organization and works within its mandate. AIC (ES) has a total membership of 52,000 individuals, who may work individually or become involved with one of AIC (ES)’s groups and networks. There is no minimum membership fee.

The AIC (ES) executive committee has 11 members, selected at the AGM using a one member–one vote system. Operating bylaws clearly stipulate under what circumstances members of the executive committee may be removed. The executive committee is also held accountable at the AGM.

All potential advocacy initiatives are evaluated by the AI International Secretariat who then establish “actions” that are recommended to the grassroots for implementation. Sections never evaluate a case independently. All sections of Amnesty International contribute financially to the international organization to provide funding for work done at that level (research and reports, collection and dissemination of information to the sections, worldwide campaigns etc.). AIC (ES) does not receive government funding, but relies on membership fees, contributions, bequests and fundraising done at the grassroots level to support its activities.

### ***New Brunswick Environmental Network (NBEN)***

The New Brunswick Environmental Network (NBEN) is a network of approximately 70 member ENGOs, and is a provincial affiliate of the Canadian Environmental Network (CEN). It is also an officially bilingual organization. The mission of the NBEN is to facilitate and encourage networking and communication among member groups in order to advance their work to protect

the earth, promote ecologically sound ways of life and strengthen the environmental movement in New Brunswick. They accomplish this by facilitating communication between members, and between members, government and industry. They also provide educational opportunities and facilitate sharing of expertise. Annual membership fees are \$25.

The steering committee of the NBEN consists of eight members, and strives to have two members from each of youth, Aboriginal, francophone and anglophone. The NBEN has also made special efforts to recognize the special linguistic and cultural needs of its Aboriginal and francophone members by ensuring timely translation, accessible interpretation services, and reflecting the perspectives of these communities in its membership and public communications.

Members of the NBEN elect the board at their annual general assemblies (AGA). NBEN bylaws specify the conditions under which a steering committee member may be removed. The NBEN strives “for consensus at all levels of decision making, but will vote if consensus cannot be reached.” The NBEN does not receive core funding from its provincial government, but does receive some core funding from Environment Canada through an affiliation agreement with the CEN.

The NBEN has established environmental issues caucuses and other working groups and coalitions to address specific topics and policy issues. The NBEN often organizes groups to talk to each other before consultations so that each has a chance to develop its positions within a broader context. The NBEN does not view its relationship to government as a partnership, but will assist groups in working with each other when there is a common policy interest. The NBEN, consistent with the CEN policy, does not take advocacy positions on environmental issues. However, its caucuses may develop policy and advocacy positions and seek endorsement of NBEN members.

## **First Nations Environmental Network (FNEN)**

The First Nations Environmental Network (FNEN) is a circle of First Nations groups and individuals who are committed to protecting, defending and restoring the balance of all life by honoring traditional Indigenous values and the path of our ancestors. The FNEN, which is composed of approximately 170 ‘active’ members from across Canada, achieves its mandate through research, advocacy, information sharing and the promotion of sustainable living. The FNEN is a national First Nations affiliate of the CEN. It is an unincorporated, grassroots not-for-profit “network” without by-laws or official legal status. From a First Nations perspective of governance there are natural laws within which First Nations people are held accountable (e.g. code of honour). Acceptance into the FNEN membership is reported to be by consensus of the steering committee and the membership.

The FNEN has a national steering committee, currently comprised of 12 members from First Nation communities across Canada. Although the organization is founded on the basis of all members having equal status, there is clearly a recognized “informal” leadership structure. The FNEN also has an elders council of six to eight members, to advise the organization. The FNEN has recently documented procedures for selection of the steering committee and elders council.

Representatives are chosen and volunteer at the FNEN's annual gatherings. This is re-examined annually at the Council Circle, where new representatives are considered and chosen and existing ones volunteer to either continue or step down. The FNEN provides periodic communications to those individuals and organizations on its mailing list. It also holds an AGA at which decisions are made by consensus with respect to the operation of the network, etc. The FNEN currently receives \$18,000 per year from CEN as a national affiliate.

The FNEN has not been subject to the CEN mandate prohibiting affiliates from taking policy positions. The FNEN has been involved in lobbying efforts, and has held a number of events that have contributed to increasing public awareness of environmental issues and advancing environmental protection.

### **III. SUMMARY OF GOVERNANCE FINDINGS**

#### ***Board Structure***

All of the organizations reviewed have a leadership structure. In most cases the size of the board, the selection of board members, and the roles and responsibilities of the board are set out in bylaws. Members of the board are generally elected, either at regional meetings, or at national annual general meetings. The size of boards varies greatly, with larger boards tending to be accompanied by more working committees. Several boards, including those for the National Action Coalition on the Status of Women, the Canadian AIDS Society, and the New Brunswick Environmental Network, designate board positions for a number of under-represented groups, such as visible minorities, francophones, indigenous peoples, people living with AIDS and youth. Organizations that ensure representation of minorities in their board structure also seem to have more success in achieving greater minority participation in their membership and in the policy formulation process.

Boards generally have only one chair, who directs discussion at board meetings. Most boards have their own policies and/or bylaws governing conduct at meetings, or will follow Roberts' Rules of Order. Decisions at meetings are generally by a vote, although the FNEN uses consensus-style decision-making. The NBEN prefers consensus, but will vote if required.

#### ***Membership***

Most organizations limit membership to organizations. The exceptions are the National Audubon Society and Amnesty International Canada (ES), both of which rely on fundraising from members and the general public to support their activities. New memberships must generally be approved by an organization's board, and often by the organization's membership as well. All of the organizations reviewed use a one-member – one-vote system.

With the exception of the First Nations Environmental Network, all of the organizations charge a membership fee. In the case of Amnesty International and the Audubon Society the fees are not fixed, while the New Brunswick Environmental Network charges a small set fee. The remaining organizations charge somewhat larger membership fees based on the size of the member organization, with size being measured either by number of members or annual income. The fiduciary link established through the membership fees is an important dimension of the members' investment and commitment to the organization. Higher membership fees, or fees linked to an organizations' size, tend to encourage greater commitment to the network.

Some organizations have difficulty achieving sufficient francophone and Aboriginal representation in their memberships, and choose to set up parallel networks instead. For example, there are two Amnesty International sections in Canada, an English-speaking and a French-speaking section. They are independent and only coordinate their activities when directly lobbying government, although there is informal information sharing. It is important to note, however, that the primary focus of the Canadian sections of AI is not Canadian issues, so extensive coordination between the English and French sections may not be as important. Other organizations, like the Canadian Council for International Cooperation, have some francophone representation through a Quebec provincial affiliate. The Canadian AIDS Society supported the development of a separate Canadian Aboriginal AIDS Network (CAAN), although the CAS still has some Aboriginal members and works collaboratively with national Aboriginal organizations.

In contrast, the New Brunswick Environmental Network has had more success incorporating Aboriginal and francophone people into its work. Approximately one-third of the NBEN membership is francophone organizations. This is roughly proportionate to the francophone representation in the overall provincial population. There are three francophone subgroups within New Brunswick (Acadians, Quebecois, Breyonne) generally concentrated in certain regions of the province. The NBEN is perceived as having been quite sensitive to these distinctions. Anglophone members of the NBEN appreciate that French-speaking members have been very accommodating (perhaps overly so) when the language of meetings has been English.

In terms of Aboriginal representation in the NBEN, the pool of Aboriginal peoples who are sufficiently interested and committed to work on environmental issues is comparatively small because of the proportionately smaller population. Consequently, the extra burden on those individuals tends to increase the risk of burnout. In addition, development of formal non-profit organizations is not as common in the cultural traditions of Aboriginal peoples as in the broader Canadian tradition. This adds an extra dimension of difficulty to engaging them in a network of member organizations. The experience of the NBEN has been that it is often easier to engage Aboriginal peoples on 'points of intersection' or common interests as these arise rather than through more formal structures. They have had most success when they have called 'talking circles' on specific issues.

### ***Staffing and Operational Structure***

Most of the organizations reviewed have a formal, paid staff, although the number of staff varied greatly. Most have a national or provincial headquarters, and several also have regional offices.

Most had one or more volunteer committees to assist the board and staff in their work. Many administrative or working committees are mandated by their bylaws.

### ***Accountability***

With the exception of the FNEN, which relies on a more traditional form of accountability, all of the organizations reviewed have a constitution, bylaws and/or policies to govern themselves. Most boards are held accountable to their membership at annual general meetings and through the publication of newsletters, reports etc. An official accountability structure is essential to the building and maintenance of credibility within the government and public spheres.

### ***Financial***

Several of the organizations reviewed receive core funding from government, including the Canadian Council for International Cooperation, the Canadian AIDS Society, and, through the Canadian Environmental Network, the New Brunswick Environmental Network and the First Nations Environmental Network. Most of these organizations also have additional project-based revenues from different sources, and, in the case of CCIC and CAS, ask members to pay a significant membership fee. The remaining three organizations receive no core funding from government, although they may receive limited project-specific funding. These organizations rely on fundraising at the grassroots level to support their activities. Their independence from government funding also impacts on how they conduct their policy and advocacy work, as will be discussed in the next section.

In some cases membership fees contribute significantly to a network's budget, while in other cases membership fees are little more than a token contribution. Generally speaking, networks that allow individual memberships (e.g. AIC(ES) and NAS) do not set specific membership fees, with the hope that individuals may often wish to contribute significant sums. This is particularly important for networks that rely on grassroots fundraising to support their activities. In contrast, national networks that limit membership to organizations will set out membership fees, generally based on the size of the member organization. By defining a membership fee scale, the network allows for membership from a range of organizations, and asks of them all a representative commitment.

### ***Language***

The language of business is an issue that many of the organizations in our case study sample have struggled with. While most national organizations recognize both official languages, and provide all key documents in French and English, most have more difficulty operating in a truly bilingual fashion. The New Brunswick Environmental Network provides an example of an organization that has quite effectively managed this issue. The NBEN 'Language Policy' requires the NBEN to serve members in both English and French. This includes translation of meetings, written documents, minutes and press releases for simultaneous release, and response

to correspondence in the language it was received. Despite this, staff and board recognize that important nuances are sometimes lost in the translation of written material from English to French.

Any member may speak in the language of his/her choice. The NBEN Language Policy requires it to make every effort to, whenever practical, provide translation to the two primary New Brunswick First Nations' languages (Mi'kmaq and Wolustukwiyik) during meetings and for key documents. This initiative has gained considerable positive attention from New Brunswick non-profit organizations and governmental agencies. A protocol is prescribed and generally followed for 'Buddy', 'Whisper' and 'Consecutive' interpretation when full translation services are not deemed necessary. Conduct of AGA's and steering committee meetings is now quite bilingual.

### ***Lessons Learned***

1. Network organizations that demonstrate credibility through sound governance, organizational stability and the capacity to bring informed expertise or opinion to policy discussions are more likely to exert effective influence on public policy development than those without such credibility. This is more difficult in networks that have a disparate membership and deal with multiple issues.
2. Networks that designate board positions for francophones, Aboriginal peoples (and sometimes other minority groups) foster a greater sense of inclusiveness and experience greater participation from these groups in their membership, governance and policy formulation processes.
3. Networks that commit the human and financial resources necessary to include both official languages in their day-to-day activities will have greater success in encouraging francophone participation in their work. A bilingual language policy needs to be supported by real commitment in all aspects of the organization's activities.
4. Rules for decision-making need to be clear. Variations in cultural approaches to decision-making need to be accommodated in a way that balances respect for traditional values with the need for efficient use of available time.
5. Membership fees based on a member organization's size will encourage greater commitment and involvement in the network as a whole, and allow for a more "independent" voice.
6. Networks that do not rely solely on one funding source tend to have greater financial stability and potential for growth.
7. Formal governance structures and accountability frameworks are likely to enhance network credibility and access to funding.

## IV. EFFECTIVE POLICY PARTNERSHIPS

### *Relationship Between Government and Organizations*

In cases where core funding is provided by government, it is usually attached to a contribution agreement that outlines the deliverables required of the organization. Contribution agreements between the Canadian AIDS Society and Health Canada, and between the Canadian Council for International Cooperation and the Canadian International Development Agency, outline the deliverables expected of the organizations, including their involvement in consultations with government, and information dissemination to the organization's membership. This type of relationship with government means the organization already has an "in" for getting its voice and views heard, and has a more collaborative approach in its consultation and advocacy efforts. However, organizations stressed they are not partners with government, and will often express views that are not in line with government policy and priorities.

For example, the CCIC has what they have described as a "collegial" and "interdependent" relationship with CIDA. As CCIC's provider of core funding and often project-specific funding as well, CIDA expects, and receives, considerable benefit from CCIC's activities, not just in terms of consultations, but also with regard to networking and dissemination of information to the public. In addition, since CIDA is the primary funder for most NGO activity in the area of international cooperation, CCIC members hold a definite interest in commenting on the policies and work of CIDA.

In contrast, organizations that receive no core funding from government, such as Amnesty International, the National Action Coalition on the Status of Women, and the National Audubon Society, must employ different, and often more publicly vocal, methods in order to be heard. It should be noted, however, that many of these organizations are invited to consultations with government on an issue-by-issue basis.

### *An Alternative View*

The government of the Netherlands' relationship with ENGOs suggests an alternative, and more cooperative model, for government – ENGO liaison. The government of the Netherlands effectively uses environmental groups as access points for its policies in the general community. The Netherlands Ministry of the Environment's (known as VROM) strategy of involving ENGOs as implementers and monitors of environmental policies and plans includes large government subsidies of ENGO work and regular consultations between ENGOs and high-level VROM officials.

Between 1976-1996 the government had set up and funded the National Environmental Forum (known as the LMO), a non-governmental organization for consensus building. Every environmental group that took part in the LMO participated in each discussion, regardless of the match between theme and their own interests as environmentalists. The groups tried to reach

consensus on these issues. However, the process was often unwieldy, resulting in longer discussions, and did not necessarily result in agreements on most issues<sup>2</sup>.

In 1996 the government of the Netherlands replaced the LMO with the strategic council. The strategic council is funded by the government but designed by the ENGO community, under the Foundation for Nature and the Environment, the policy-oriented environmental group in the Netherlands. There are 27 member organizations on the strategic council. The strategic council, instead of a means for consensus building, is a mechanism to build cooperation and respect for a range of perspectives. The strategic council takes a leadership role in annual discussions with the Netherlands' Ministry of the Environment.

Netherlands' ENGOs are more and more becoming responsible for monitoring the implementation of "covenants" — voluntary environmental agreements between business and government. Some groups have also begun to act as consultants to business. So, instead of working through government, such ENGOs are taking the first step and assisting businesses to set up progressive environmental management plans in line with the covenant process.

One of the reasons such a cooperative relationship between government and ENGOs can exist in the Netherlands, is the presence of a strong, independent and respected scientific body with a high level of scientific integrity. It is a government-funded but scientifically autonomous research institute that produces a yearly report on the state of the Netherlands' environment and how environmental policy is working. The research institute is highly respected for its scientific integrity; it provides an independent and honest appraisal of the government's successes and failures. The government, media, businesses, the public and environmentalists all listen. With the research institute as a reputable source of data, the societal debate can focus on the best means of attaining environmental renewal, rather than about how serious the problem is<sup>3</sup>.

## ***Lessons Learned***

1. Networks that receive core funding from a government source generally have their relationship with government defined by a contribution agreement or some other form of contractual agreement that outlines the relationship and defines expectations. This type of interdependent relationship encourages a collegial and collaborative approach to policy formulation.
2. Networks that receive no core funding from a government source generally rely on project-specific funding and/or fundraising to support their activities. Their relationship to government is often more distant, though they may be called in for issue-specific consultations. How often they are called in and how much impact they have will depend on their credibility and strength of relationships.

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<sup>2</sup> Timmer, Dagmar, "Strategic Cooperation: The Role of NGOs in the Netherland's National Environmental Policy Plan," Resource Renewal Institute, 1998. p. 7.

<sup>3</sup> Timmer, p. 5.

3. The relationship between the government of the Netherlands and ENGOs suggests that a national environmental network that focuses on building cooperation and respect for a range of perspectives, instead of consensus building, may work effectively if certain conditions are present. These conditions include adequate funding and an independent, reputable scientific body.

## **Policy Formulation**

Almost all of the organizations reviewed set their annual policy priorities and directions at annual general meetings. The National Action Coalition on the Status of Women provides a good example. Policy resolutions may be proposed by any member organization in good standing, by the NAC executive committee or by other NAC committees. Each may submit up to three resolutions, which receive priority at the annual meeting. Regional steering committees may also propose resolutions. Resolutions must be submitted 60 days prior to the annual meeting. All policy resolutions must be designed to further the stated goals and objectives of the NAC, as outlined in its constitution. Member groups who submit a resolution must indicate their commitment to active participation in the implementation of that resolution if passed by the general membership.

Amnesty International Canada (ES) provides a rather different picture on the policy formulation process. All human rights cases are evaluated by the international secretariat which then sets 'actions' that are sent to the grassroots. Sections, such as AIC (ES) never evaluate a case independently. There are stringent rules on a section's work within its own country. Work is limited to prevent the appearance of political involvement or self-interest and to avoid the security risks faced by internal critics in many countries. The sections exist to facilitate the connection between the membership and the work of Amnesty International. They channel information down and provide the structures that enable member mobilization and participation. They channel finances up and provide the structures for grassroots representation and control both at the section level and in international decision-making.

In some cases policy positions that were not approved at an annual meeting may still be taken. For example, the Canadian Council for International Cooperation has a process for approving new policy positions. As a general rule, advocacy action is based on policy positions taken by the board of directors and/or at annual general meetings. If there is no specific mandate of action, the CCIC executive committee may choose to consult with its members before approving advocacy action. The board or executive committee may authorize action if three-quarters of the responses to a general membership consultation indicate support for the action.

## **Engaging Aboriginal Peoples in the Policy Development Process**

Several of the organizations reviewed have achieved the active participation of Aboriginal peoples in the policy formulation process. For example, the National Action Coalition on the Status of Women carries out its work through its regional steering committees, national policy issues committees, and coalition work with social justice partners. In keeping with the

organization's anti-racism policy, all of NAC's committees are co-chaired by a woman of colour. The policy committees are responsible for developing plans of action, position papers, briefs and pamphlets related to NAC policy. Current policy committees include the Aboriginal women's caucus, women & economy, lesbian issues, international solidarity, women of colour, child care, justice, immigration, health, and the NAC Young Womyn's Network. The NAC is particularly noteworthy for its efforts to incorporate the interests of minority groups into its policy committee structure.

## An Alternative View

In the Netherlands' Strategic Council, policy formulation is left to those most interested in it. Environmental groups come together during the year to strategize on who would like to work on particular issues, who would like to work together, etc. They detail a number of campaigns and delegate the other issues to competent members. The small staff of the Strategic Council sets up workshops on topic areas that members identify as priorities. Only organizations that are interested or involved in an issue are brought together for discussion on those issues. Outsiders may also be brought in to add to the debate and ensure that a spectrum of opinions is considered on each issue. All organizations represent themselves on the Strategic Council. There is no push for consensus among environmentalists. Instead, the Strategic Council is a mechanism to build cooperation and respect for a range of perspectives.

Policy is discussed by members of the Strategic Council, but only by those who want to be included in that kind of discussion. For example, under the government of the Netherlands most recent environmental plan, environmental groups can choose one of three levels of involvement: taking part in all of the discussions, taking part in discussions related to a specific topic, or being kept informed on developments. Policy is increasingly being left to those with the resources and interest to work on it, rather than attempting to engage everyone on every issue. Environmentalists in the Netherlands are respectful of the spectrum of groups that exists – they see the need for some groups to focus on policy while others focus on actions<sup>4</sup>.

## ***Lessons Learned***

1. The policy formulation process generally begins at a network's annual general meeting with an endorsement from the membership.
2. Effective networks tend to use working groups or member caucuses to translate the general directions endorsed at annual general meetings into specific policy.
3. Policy formulation appears to work best when there is a flexible approach to the participation of minority groups – taking part in all discussions, or taking part in discussions related to a specific topic, or simply keeping interested parties informed of developments so they can engage in the policy formulation process as they wish.

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<sup>4</sup> Timmer, pp. 7-8.

4. Networks may be able to encourage Aboriginal participation in the policy formulation process by setting up caucuses or working groups dealing specifically with their issues (e.g. such as the NAC's Aboriginal Women's Caucus). Most networks have had to make extra efforts to engage Aboriginal participation in a way that is consistent with Aboriginal traditions.

## **V. PROCESSES AND STRATEGIES FOR INFLUENCING PUBLIC POLICY**

Strategies for influencing public policy tend to fall under three key categories: lobbying, public education and advocacy. The processes used to carry out an organization's chosen strategies and how various strategies interconnect, have a significant impact on an organization's ability to effectively influence public policy.

### ***Lobbying***

Lobbying efforts are often effectively carried out by national and international organizations with a high degree of credibility within the government and public spheres. For example, a key strategy of the National Audubon Society is to influence government policy by lobbying both elected and non-elected officials at the federal, state and municipal level. The NAS carries out this strategy in a number of ways. It does 'high-end' lobbying work, with members of the board and staff connecting to officials. Their reputation for good work in science and education facilitates this process, as does their significant membership base. Also, their physical presence in the constituencies of many elected officials, through their state offices, local chapters and community-based nature centres, allows for a connection that more nationally-focussed organizations lack.

The other component of the NAS's lobbying efforts is more people-focused and ties in very closely with their education and community-level conservation work. They mobilize both members and non-members to apply pressure to their elected officials to put conservation on the agenda. In 2000, this approach generated more than 350,000 e-mails, letters, postcards, and faxes urging the president of the United States to impose and extend a moratorium on the construction of new logging roads in national forests. It elicited 1,500,000 e-mails, letters, postcards, and faxes urging the US Forest Service to end all road construction, logging, and mining in wild forest areas. This mixed approach of 'high-end' lobbying and popular participation has led to several successes, including the establishment of a 1,800-square-mile sanctuary in federal waters for horseshoe crabs.

Amnesty International Canada (ES) also makes effective use of lobbying. AIC (ES) uses multiple strategies to influence government policy. At the higher level, senior staff and board members request meetings with and write letters to relevant policy-makers, usually ministers.

With some ministers, like the minister responsible for immigration, they meet regularly and provide them with briefs.

Amnesty International Canada (ES) coordinators maintain relationships with officials in the public service. Reports and research done by Amnesty International and the Canadian section are an influential source of information for government. AIC (ES), on the strength of its reputation, is brought in for consultations with government and AIC representatives often meet with government representatives going to international meetings. Individual grassroots members write government officials and visit their members of Parliament to raise issues. This kind of tactic is used much less frequently and only to deal with big issues, like the death penalty and the treatment of Aboriginal peoples.

The Canadian AIDS Society is also involved in lobbying efforts, but must take into account its funding from government. Members of the HIV/AIDS community (individual, organizational and board) undertake education and lobbying through contacts with community leaders, politicians and officials who make or influence policy development. The CAS's success in raising more than 20 per cent of its revenues from non-governmental sources has allowed it significant flexibility to employ staff in its lobbying and advocacy efforts without breaching Canada Customs and Revenues constraints on advocacy activities for registered charities.

The National Action Coalition on the Status of Women, while engaged in traditional forms of lobbying, is also involved in other types. The NAC engages government and the public through a number of means, including lobbying all levels of government, demonstrations, letter writing, and conferences and events. It makes effective use of the Internet for information dissemination and as a means of building support for its lobbying efforts. It also holds an "Annual Lobby", to which it invites each of the federal parties to attend by turn and to respond to specific questions. The NAC bills this annual event as "a time to hold our elected officials accountable, town-hall style." The NAC points to a number of issues where their work has had an impact, including childcare, disability rights, Aboriginal women, francophone rights and violence.

### ***Public Education***

Many lobbying efforts rely on the support of public opinion and involvement for their strength. Public education therefore becomes very important in influencing public policy. In addition to letter writing campaigns, many organizations make effective use of the media and the Internet to take their message to the public, and to encourage support and involvement.

For example, the Canadian AIDS Society recently developed an HIV/AIDS awareness campaign leading up to a women's conference, and subsequently promoted the use of 'microbicides' as an alternative protection against disease. Feedback on the campaign was solicited and was consolidated in an evaluative report. This sequence of activities was credited with persuading the Minister of Health to announce funding for Canadian research on microbicides. This tied together virtually all aspects of the CAS's mission: education, advocacy, health promotion, treatment and research.

Amnesty International Canada (ES) makes effective use of print and Internet to get its message out. Individual members can respond to calls for action in AIC (ES)'s newsletter, *The Activist*. The Internet has facilitated communication with the membership and the public-at-large, and is being used to involve people in Amnesty International campaigns and actions.

The National Action Coalition on the Status of Women engages Canadians through popular education, international solidarity, letter writing, and conferences and events. It makes effective use of the Internet for information dissemination and as a means of building support for its lobbying efforts. It also supports on-line discussions, as a way to build networks and exchange information and ideas.

The New Brunswick Environmental Network is an example of an organization that uses the Internet not just to provide information to the public, but also to offer tools to assist their active participation in the environmental movement. NBEN is involved in public education through its *Elements Online Magazine*, newsletters, and caucus papers, all of which are broadly disseminated both on paper and through the web site. For example, the NBEN web site provided a key communications vehicle for up-to-date information on the developments in the Burnt Church fisheries crisis, providing a clear articulation of issues and First Nation perspectives. The web site also has hot links to reference material such as "The Nine Laws of Successful Advocacy Communications", and contact information for "Key (Environmental) Experts by Topic," news media and N.B. government contacts. The site also provides an Environmentalists' Toolkits page that offers topics such as "Writing op-ed columns and letters to the Editor" and "Planning a Grassroots Campaign."

Many of the organizations, including Amnesty International, the National Action Coalition on the Status of Women and the First Nations Environmental Network, also effectively use print and broadcast media to inform the public. For example, a representative of the FNEN has been sought out by media during free trade discussions in Quebec City, has recently been quoted in the *New Internationalist* and has been on live radio interviews regarding whaling issues.

## **Advocacy**

Finally, many of the organizations reviewed are also involved in advocacy work, particularly through consultations with government. This means of influencing public policy is of primary importance to those who receive government funding since involvement in consultative processes is often a requirement of contribution agreements. However, federal government departments will often look for a broader range of discussion on issues, in which case, many other organizations with an interest in a particular issue will also be brought to the table.

The Canadian Council for International Cooperation has a formal advocacy policy to guide its involvement. The *Advocacy Policy* outlines the conditions required for CCIC to be involved in advocacy initiatives. A CCIC decision to advocate on a particular issue may occur through its general mandate (as determined through its decision-making bodies) or in response to a request from a member or members. The *Advocacy Policy* also states that CCIC members who are not in agreement with a particular CCIC position, on the basis of fundamental principle, should respect

the position of the majority and take into consideration the possible effects their actions may have on the other agencies.

The CCIC also engages in advocacy work through involvement in a number of broader coalitions that are external to the CCIC. For example, the CCIC is a member of the Food Security Working Group, and regularly contributes content to it. The CCIC is also often very pro-active in its advocacy work. Should it hear of an issue that is gaining attention from CIDA, it will form a reference group to study that issue, and then initiate contact with CIDA to discuss its views. The CCIC reference group on Canada's Aid Program provides an example of pro-active advocacy work. When CCIC heard, through informal communication channels, that CIDA was going to conduct a review of Canada's Aid Program, it formed a 15 member reference group to study the issue and produce an advocacy document. The work and recommendations of the reference group were then taken to the CCIC membership for further review and feedback. In total, the CCIC had 60 per cent participation of its membership in this part of the process. Once consultations within its membership were complete, CCIC hosted a roundtable of CCIC reference group members and representatives from different branches of CIDA to discuss its recommendations. Subsequent discussion followed on particular issues. It should be noted that throughout this process of position development and consultation there was a considerable amount of information and document sharing between CCIC and CIDA, both informal and formal.

Later that year CIDA produced a document entitled "Strengthening Aid Effectiveness". CCIC believes that it had a significant impact on the content of this CIDA document. CIDA then conducted a series of public meetings across Canada at which CCIC member organizations represented a large number of the institutional participants.

The New Brunswick Environmental Network provides an additional example of active advocacy work. When the province was holding hearings on protected areas in New Brunswick the NBEN developed a list of those presenting, and circulated the list and briefs so that people knew what others were doing. The NBEN also circulated comments from people following sessions so that people in future sessions knew what had happened. People from volunteer groups were able to share knowledge and information and to organize themselves. This allowed for much greater and effective participation in the advocacy effort.

### ***Lessons Learned***

1. Most networks use a combination of lobbying, public education and advocacy in their efforts to influence public policy.
2. Successful lobbying may occur one-on-one at the higher political level, but is often best supported by lobbying efforts in the public realm, such as Amnesty International's letter writing campaigns.
3. Public education, through various media, is an effective means of creating greater public awareness and putting pressure on the government and its policies.

4. Advocacy work, whether through consultative processes or other means, can be an effective way of influencing policy. However, the impact of advocacy work is directly linked to an organization's credibility and ability to represent a broad-based membership.
5. Effective advocacy also requires an ongoing positive relationship with government, including regular, informal communication with government to stay "in the loop" and the ability to anticipate new issues and bring them to the table.

## **VI. CONCLUSIONS**

The effectiveness of a network, both in its ability to fulfill its own mandate, and in its ability to influence the government policy process, is directly linked to its governance structures, chosen methods of advocacy and credibility.

Effective networks seem to be those that have a formal governance structure that includes an active role for minority groups, including francophone and Aboriginal peoples, in the board of directors, membership and working groups or caucuses. Most networks do not blend the decision-making styles of different cultures, as this can lead to indecision and conflict. Other characteristics of effective networks include the ability to attract several different funding sources, and membership fees based on the member organization's size. Whether a network receives core funding from a government source has a direct impact on its relationship with government. Effective networks tend to have credibility within the government and the public-at-large, and use this to influence the government policy process through a blend of lobbying, public education and advocacy work.

## ANNEX 1 - SUMMARY OF KEY DIMENSIONS OF ORGANIZATIONS

### *Board Structure*

<b>Organization</b>	<b>Number of Board Members</b>	<b>Composition of Board</b>	<b>Selection Process</b>	<b>Governance of Board</b>
Canadian Council for International Cooperation (CCIC)	14	10 elected by members and 4 chairpersons of provincial / regional councils, including one position designated for Quebec Provincial Council	Nominations Committee, drawn from member organizations of CCIC, solicits nominations for the Board of Directors. Elections occur at AGA. Each member has one vote.	Board governed by comprehensive By-laws.
National Action Coalition on the Status of Women (NAC)	29	President, 6 Vice-Presidents (5 of which are designated – Francophone, Indigenous, lesbian, youth, woman of colour), Treasurer, Secretary, 4 Members-at-large (all affirmative action positions), 15 regional representatives and immediate past-President.	NAC volunteer executive is nominated and elected by its membership each year at AGM. Regional representatives are elected by regional members at separate AGMs. Each member has one vote.	Governed by Constitution.
Canadian AIDS Society (CAS)	12	2 Directors (one of whom must be a person living with AIDS (PLW)) from each of 5 regions and two Directors-at-large.	Regional Directors are elected by Regional Caucuses at the AGA. PLW Regional Directors are elected by Regional Caucuses at the Annual Forum that immediately	Governed by By-laws and a Governance Policy

			precedes the AGA. Directors-at-large elected at AGA.	
National Audubon Society (NAS)	36	9 Regional Directors and 27 Directors elected at AGA	Regional Directors are elected by the chapters in their region. The number of votes a Chapter has is based on the size of its membership. The remaining 27 Directors are nominated by the Nominating Committee, and elected at AGA.	Governed by by-laws
Amnesty International Canada (English-Speaking) (AIC (ES))	11	Five Officers (President, Chairperson, Vice-President, Secretary and Treasurer), one Director-at-large (staff designate) and five Directors-at-large.	Previously, AIC (ES) only allowed groups and networks to vote. At next AGM the Board will be selected using a one member, one vote system.	Governed by operating by-laws
New Brunswick Environmental Network (NBEN)	8	Steering Committee ideally consists of 2 youth, 2 Aboriginal, 2 Francophone, 2 Anglophone	Members at AGA select Steering Committee	NBEN By-laws and Nominations Policy
First Nations Environmental Network (FNEN)	National Steering Committee currently comprised of 12 members FNEN also has a 6-8 member Elders Council	12 representatives from First Nations communities across Canada	Representatives (volunteer) are chosen at FNEN's annual gatherings. This is re-examined annually at the Council Circle, where new representatives are chosen and existing ones volunteer to either continue or step down.	Documented selection procedures, but no by-laws. FNEN does not formally distinguish between "leaders" and other members, although an informal leadership structure exists

## Membership

Organization	Number of Members	Types of Members	Selection of Members	Membership Fees
Canadian Council for International Cooperation (CCIC)	90 members	Organizations only. National, regional and community voluntary organizations, and Provincial / Regional Councils	The Board of Directors approves new memberships and may terminate a membership for cause. Members must adhere to “Expectations and Obligations of CCIC Members” including a Charter of Development Principles, a Code of Conduct and an Advocacy Policy.	Calculated at 0.3% of the member’s income, with a minimum membership fee of \$150 and a cap of \$6,825.
National Action Coalition on the Status of Women (NAC)	700 members	A diverse range of national, regional and community groups who work toward women’s equality. Members are organized into 15 regional groups. Not open to government membership.	The NAC Executive Committee approves new members. The NAC Constitution also provides a process for the revocation or withdrawal of membership.	Ranges from \$40 for small groups (10-20 members) to \$600 for groups with over 5000 members. A collective membership at a reduced fee is offered to national and provincial organizations.
Canadian AIDS Society (CAS)	118 members	AIDS organizations from across Canada. Member groups are organized into five geographic regions. 17 CAS members are from Quebec. There is also	The Board reviews and makes recommendations on new membership applications	Annual membership fees are \$100 for organizations with budgets up to \$100,000 to a maximum of \$2,000 for larger organizations with a budget of \$1

		Aboriginal representation, although there is a separate Canadian Aboriginal AIDS Network.		million plus.
National Audubon Society (NAS)	550,000 members	Individual members, divided into 508 Chapters.	Payment of membership fee.	Members pay their fees to the national organization and automatically become members of their local chapters. Minimum fee is \$20US. The national organization gives a certain percentage of the fees to the local chapters in proportion to the number of members they have.
Amnesty International Canada (English-Speaking) (AIC (ES))	52,000 members	Members generally organized by groups across Canada. However, individual participation is also possible. Not open to government membership.	Payment of membership fee.	No set fees.
New Brunswick Environmental Network (NBEN)	70 members	Non-profit organizations or associations in New Brunswick. Not open to individuals, government membership.	New memberships approved by the AGA upon the recommendation of the Steering Committee.	\$25 per year, with a discount of \$5 for those who pay within one month of notice.
First Nations Environmental Network	170 active members	Individuals and organizations. First	Acceptance into FNEN membership is by	None

(FNEN)	Nation and non-First Nation membership.	consensus of the Steering Committee members and the general membership.
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### **Staffing / Operational Structure**

<b>Organization</b>	<b>Number of Staff</b>	<b>Offices</b>	<b>Committees</b>	<b>Caucuses/Working Groups</b>
Canadian Council for International Cooperation (CCIC)	24 full-time	Headquarters in Ottawa	Executive Committee and Nominations Committee	A number of Working Groups, including the Africa Canada Forum and the Americas Policy Group. Working Groups are self-funding (supported by member organizations) but are governed by CCIC.
National Action Coalition on the Status of Women (NAC)	4 full-time	Headquarters in Toronto	Executive Committee, 8 Standing Committees – Finance, Membership, Editorial, AGA, Personnel, Resolutions, Fundraising, Public Relations	Policy Committees include Women & Economy, Lesbian Issues, International Solidarity, Women of Colour, Child Care, Justice, Immigration, Aboriginal Women’s Caucus etc. All of NAC’s committees are co-chaired by a woman of colour.
Canadian AIDS Society (CAS)	13 full-time and a number of temporary project staff		Nominating Committee, Planning and Member Support, PLW HIV/AIDS, Executive, Advocacy, Priorities	
National Audubon Society (NAS)	300 full-time staff	National Offices in New York and Washington.	Nominating Committee, 4 Fundraising Committees	National Office and Local Chapters

		25 state offices, which are run by Executive Directors selected and paid for by the national organization. Local chapters are separate legal entities with their own Board of Directors and governance frameworks.		
Amnesty International Canada (English-Speaking) (AIC (ES))	28 full-time and 12 part-time staff in Canada	Central office in Ottawa and regional offices in Toronto and Vancouver	Executive Committee, Nominating Committee, AGM Planning Committee, Branch Mandate Committee, International Council Meeting Preparatory Committee, Audit Committee, Ad hoc committees	All cases evaluated by the International Secretariat, who then set “actions” that are sent to the grassroots. Grassroots include: Local groups, Regional Action Networks, Urgent Action Network, Youth Campus Network, and other working groups and task forces
New Brunswick Environmental Network (NBEN)	3 full-time, 1 part-time staff			Environmental Issues Caucuses and other working groups, including Future Forest Alliance, Youth Action, Environmental Trust Fund, Clean Energy, Environmental Education etc.
First Nations Environmental Network (FNEN)	No paid staff. FNEN representatives to the CEN NSC	?	No formal structure	Working groups formed around specific issues as required

fulfill primary  
staff  
coordination  
functions on  
voluntary basis

## **Accountability**

<b>Organization</b>	<b>Annual General Meeting</b>	<b>Newsletters, Annual Reports Etc.</b>
Canadian Council for International Cooperation (CCIC)	AGM must be held within 15 months of last AGM and not more than 6 months following the end of the CCIC fiscal year. At AGM CCIC members elect Board of Directors and receive a report on the work of CCIC and a financial statement. Each member group has one vote. By-law changes must be approved by membership.	Annual Report – includes information on work of Working Groups, audited financial statements etc.
National Action Coalition on the Status of Women (NAC)	NAC’s Executive Committee is elected by the membership at the AGA. Each member organization has one vote. In addition, NAC’s priorities for each year are set by the membership at the AGM	Annual Report – includes information on work of Working Groups, does not include financial statements. Newsletter? Effective use of internet to update members on NAC activities
Canadian AIDS Society (CAS)	Directors are nominated, elected and may be removed by their regional caucuses at the AGM. Each member organization has one vote. Bylaws require members to annually approve the directions, aims and “tentative” budget of the Society for the next year.	
National Audubon Society (NAS)	Election of Board of Directors by members at AGM. Regional Directors elected by the chapters in their region. Chapters are given votes depending on their national membership size.	Annual report. Magazine “Audubon” – 6 times a year

Amnesty International Canada (English-Speaking) (AIC (ES))	Election of Board of Directors by members (new). One vote per member.	Annual report Newsletter – The Activist. Effective use of internet.
New Brunswick Environmental Network (NBEN)	Election and removal of Steering Committee members by member groups. One vote per member. The NBEN strives for consensus at all levels of decision-making, but will vote if consensus cannot be reached.	“Policy for Reports from NBEN Members” requires any member that is delegated to attend a meeting to provide a written report within two weeks of the meeting. Annual, or appropriate periodic, reports are expected from Action and Working Groups.
First Nations Environmental Network (FNEN)	Representatives (volunteer) are chosen at FNEN’s annual gatherings. This is re-examined annually at the Council Circle, where new representatives are chosen and existing ones volunteer to either continue or step down.	Newsletters.

### **Financial**

<b>Organization</b>	<b>Size of Budget</b>	<b>Sources</b>
Canadian Council for International Cooperation (CCIC)	Operating budget for 2001 was \$2 million	Contribution agreement with CIDA for \$1.4 million. Project funding from CIDA, Canadian Heritage, IDRC and private foundations. Membership fees.
National Action Coalition on the Status of Women (NAC)	Not available	No government funding. Raises operating funds through membership fees, donations, project grants, and special events. Provincial and regional offices are particularly effective in fundraising for NAC.
Canadian AIDS Society (CAS)	Operating budget for 2000 was \$2.63 million.	Core funding from Health Canada of approximately \$1 million. Project revenues of approximately \$1.2 million and donations of approximately \$450,000.
National Audubon Society (NAS)	In 2000, NAS had revenue totaling \$80 million,	The majority of NAS’s funding comes from contributions from foundations and individuals.

	expenses totaling \$58 million and net assets at year-end totaling \$168 million.	Membership dues, bequests and return on investments are also significant sources of revenue. Corporate donations make up a very small segment, as does government funding (1% - project specific)
Amnesty International Canada (English-Speaking) (AIC (ES))	In 2000 AIC (ES) had revenues of 6 million, expenses of \$5.8 million and a fund balance of 1.4 million. AIC (ES) directs 35% of its resources to the international organization for work at that level.	No government funding. AIC (ES) gets its funding from membership fees, contributions, bequests and fundraising done at the grassroots level. Corporate donations are accepted but under strict rules.
New Brunswick Environmental Network (NBEN)	Revenues of \$104,000 and expenditures of \$122,346 in fiscal 2000-01.	\$20,000 of revenues came from affiliate contribution from CEN. Revenue from project specific work comprised most of the balance.
First Nations Environmental Network (FNEN)	\$24,000 in 2000-01.	\$18,000 per year in core funding from CEN. An additional \$6,000 was provided in 2000-01 to support the development/implementation of the Tri-Council model. \$6,000 was used instead to assist attendance at AGM, and was administered through CEN.